

# BUSINESS DEVELOPMENT



OCTOBER 2003

## ANALYSIS OF BUSINESS DEVELOPMENT PROGRAMS IN MIAMI-DADE COUNTY FOR FY 2001

Submitted to:  
The Task Force on Urban Economic Revitalization

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## Introduction

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The Task Force on Urban Economic Revitalization has identified the absence of entrepreneurial environment as one of the most significant barriers to economic growth in Miami-Dade County's Targeted Urban Areas (TUAs). TUAs are historically impoverished and underserved black neighborhoods that lack sufficient commercial and industrial activity to generate much needed capital investment and jobs.<sup>1</sup> In order to address this need, the county has initiated several business development programs intended to help attract, retain, and grow businesses in these communities. These public programs provide loans, grants, and tax credits to businesses seeking to establish their operations in distressed areas of Miami-Dade. The purpose of this study is to identify the various programs that exist and to determine how much assistance these programs have issued to companies located in the targeted urban areas. The Task Force on Urban Economic Revitalization commissioned this study as part its mission to oversee economic development activity in the TUAs.

This report provides a comprehensive understanding of business development activities in Miami-Dade County. It begins with an assessment of business development practices throughout the United States as a means to provide a yardstick from which the programs of Miami-Dade County can be evaluated. The assessment reveals that there is a proliferation of business development programs in Miami-Dade and that these programs do not effectively account for how dollars are spent.

The second section of this report describes the key findings drawn from the business development analysis. The analysis relies heavily on graphs and tables that, among other things, illustrates the following: the predominate areas in which awards were granted (including commission districts); the proportion of awards received by TUAs and Empowerment Zone (EZ) areas; the types of awards being issued (loans, grants, tax abatements), the types of businesses receiving awards; and the proportion of awards approved by the various economic development agencies.

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<sup>1</sup> Miami Dade County Task Force on Urban Economic Revitalization. "Urban Revitalization Plan for the Designated Targeted Urban Areas of Miami-Dade County, Florida.

## Methodology: Business Development Analysis

The purpose of this assessment is to determine how business development funds have been utilized in Miami-Dade, and how much of those funds have benefited businesses in the TUAs and EZ communities. The analysis will focus on the business development investments made in FY 2001 by the following departments: the Beacon Council, the Office of Community and Economic Development (OCED), Metro-Miami Action Plan (MAPP), the Empowerment Trust and the Task Force on Urban Economic Revitalization. The analysis will answer the following questions:

1. How much money was awarded to businesses in the form of loans, grants, and tax incentives?
2. How much of these funds were issued to businesses located in the Targeted Urban Areas.

In order to answer the questions listed above, data was compiled from the various economic development agencies in Miami-Dade regarding the business development programs that they operate. Table 1 below provides a list of the various programs targeted by the study. It should be noted that although a response from all the departments was received, OCED and the Empowerment Trust did not provide complete data for all their programs. This was due to the fact that some of these programs were inactive at the time of the study or data was not monitored by the agency. This was the case with several of the federal and state tax incentive programs. It should also be noted that the Beacon Council submitted information on various tax incentive programs; however, they do not manage those programs. The Beacon Council helps businesses to apply for the tax incentives. They were given credit for the businesses that they recruited due to the fact that they are proactive in promoting such programs.

**Table 1: Economic and Community Development Programs in Miami-Dade as of FY 2001**

Agency	Program
<b>Beacon Council*</b>	γ Enterprise Zone Tax Abatements
	γ Qualified Target Industry Tax Refund
	γ Quick Response Training Grant
<b>Empowerment Trust</b>	γ Neighborhood Micro Loan Fund
	γ Neighborhood Small Business Equity Investment Fund
	γ Other EZ incentives, such as Tax Abatements <sup>1</sup>
<b>MMAP</b>	γ MAPP Revolving Loan Program
<b>OCED</b>	γ Brownfield Redevelopment Revolving Loan Program <sup>2</sup>
	γ Brownfield's Assessment Revolving Loan Program <sup>2</sup>
	γ Commercial Revitalization Program
	γ Commercial Development Loan Guarantee <sup>2</sup>
	γ Community Development Revolving Loan Fund
	γ Enterprise Zone Tax Abatements
	γ Micro Enterprise Assistance and Peer Lending
	γ Targeted Jobs Incentives Fund Program <sup>2</sup>

Agency	Program
<b>Task Force on Urban Revitalization</b>	γ Commercial Rehabilitation Investment Program
	γ Stability Loan Program
	γ Historic Preservation Grant
	γ Section 108 Loan Program

\*The Beacon Council does not manage these programs. They are responsible for encouraging businesses to apply. Thus they are given credit for the companies they have been able to assist with the programs.

<sup>1</sup>The Empowerment Trust does not monitor the tax incentive programs offered under their agency.

<sup>2</sup>These programs were not active in FY 2001 due to lack of applicants. In some cases, the programs were too new to be operational.

## ***Study Limitations***

Before reviewing the rest of the document, it is important to note the following limitations of study:

First, it is possible for a firm to receive multiple awards from various agencies or from one agency. Therefore, the number of firms receiving awards and the number of awards issued are not the same. If a firm has several locations, it may also be possible for that firm to be categorized under different geographic areas. Due to these factors, it is important to use caution in comparing the number of awards issued to businesses.

Second, although the study provides information on TUA neighborhoods and Empowerment Zone communities, comparison between these communities is not always recommended because some of the boundaries overlap. The report indicates where there is an overlap.

Finally, to obtain an accurate portrait of the business development activity in the TUA communities, the data was analyzed using Geographic Information Systems (GIS) technology. GIS enabled the research team to plot the data on maps and to obtain a spatial depiction of award distribution.

In total, the GIS system accurately plotted 94 percent of the business development awards issued by the county. Six percent of the firms could not be plotted accurately due to address discrepancies. Throughout the study, the term "unmatched" will be used to describe these firms.

## Factors that Affect Business Development Programs

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Each year, Miami-Dade spends over of \$100 million on economic development initiatives.<sup>2</sup> These funds are issued in the form of *hard money* (loans, grants and equity investments) and *soft money* (tax abatements, credits and refunds). The goal is to help stimulate business growth; however, there appears to be very little information on the effectiveness of these programs and on where the funds are being invested.

The following is a review of recent studies regarding the extent to which business development programs around the United States have been successful at stimulating business growth and overall economic development. The purpose of this assessment is to provide benchmarks from which the programs of Miami-Dade County can be evaluated. Below are some of the key findings as well as an analysis of how the findings relate to the local context.

### *Monitoring and Evaluation*

According to the research, “few states [and local governments] know the exact amount they spend on economic development initiatives.” (Buss 2001, p. 93). The findings show that it is common for governments to administer programs without any consistent evaluation or data on effectiveness. In a study of Georgia’s *BEST* program, for example, researchers found that, except for the job tax credit program, “No information existed that allowed [the research team] to determine the effectiveness of the state’s tax incentives.” Furthermore, the state did not collect data on incentives given to companies at a local level (Ihlanfeldt and Sjoquist 2001). Under such circumstances, programs tend to operate without a clear understanding of their target market or of their effectiveness.

As in other areas of the country, this study revealed that there appears to be no consistent data collection method between agencies in Miami-Dade County. Each agency has its own monitoring and data collection system. This lack of consistency in data collection methods makes it difficult to compile and compare data. Although there are efforts to create a standard reporting system, this system is not fully in place.

Consistent monitoring and evaluation of business development programs is critical. Otherwise, ineffective programs continue to operate without correction and mistakes are repeated in other initiatives.

### *Soft Money and Hard Money*

Soft money programs, in the form of tax incentives, are the most common form of business development assistance used by local governments (Sullivan 2002). Tax incentives refer to any government subsidy to businesses that are not inherently part of the accepted tax structure, including tax abatements, tax exemptions, free real estate, and tax credits for firm-specific job training (Buss 2001; also see

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<sup>2</sup> Miami Dade County Office of Management and Budget. (2000). Economic Development Efforts/Funding by Miami-Dade County.

Coenen & Hallerstein 1996: p. 793). However, there is growing literature that argues that tax incentives do not lead to economic development (Buss, p.99). Washington D.C. is just one example of where soft money initiatives did not achieve the desired results. Under their sales tax deferral and exemptions plan, Washington D.C. expected to generate 23,348 new jobs and \$3.2 in investment. After 10 years, the result was only 5,997 new jobs for \$129 million in deferred sales taxes. Washington, D.C. clearly did not receive the expected return on their investment. To avoid such results, it is important to evaluate tax incentive programs before, during and after implementation. It is also important to employ controls that make firms accountable for meeting goals under incentive programs (ibid, p.101).

In Miami-Dade County, tax incentive programs are not monitored effectively. Except for the Office of Management and Budget, none of the County's economic development agencies that were interviewed for this study seemed to have a clear idea of how much tax incentives Miami-Dade issued on an annual basis. The figure for FY 2000 was estimated at \$6.2 million. This study revealed that, although Miami-Dade agencies were responsible for administering several federal and state tax incentive programs, some of these agencies did not track the activity, relying on the state and federal government to monitor progress. As a result, data for some of these programs was not readily available. Without actively tracking such programs the County is not able to gauge the full impact or effectiveness of its economic development initiatives.

Hard money programs use loans, grants and equity investments to develop business. These types of programs can be effective, but should be applied vigilantly. A study that compared *successful* to *failed* programs over the course of 30 years, found two key characteristics of success: 1) the programs applied asset based lending that was collateral driven; and 2) they targeted large-scale Minority Business Enterprises (MBEs) with sophisticated and highly experienced business managers (Bates 2000). Put simply, the study recommended that investment institutions geared at business development should maintain a trained eye on where their investments go. If the stability of businesses is not clearly determined, loans and grants may be issued to high risk firms that are not likely to succeed. This, in turn, may lead to high default rates and other factors that can affect the effectiveness of the business development programs.

Because many of the programs in Miami-Dade are relatively new, it is too early to determine whether the agencies that are administering the programs are applying sound investment principles in their funding decisions. To assess this, further research needs to be done which takes into account loan default rates and business performance.

Given such findings, it is imperative for local governments to develop a clear strategy for issuing business development assistance. The strategy should provide a combination of soft and hard monies and should include an investment plan. Miami-Dade County does not have such a strategy in place.



## ***Subsidy Controls and Accountability***

Accountability measures, in the form of controls, should go hand-in-hand with subsidies.<sup>3</sup> Controls refer to regulations, such as performance agreements and clawback clauses that make businesses accountable to the commitments they made in obtaining the subsidies. According to the research, these types controls are needed to maximize efficiency of the subsidies and to hold businesses accountable to the economic development goals.

As was discussed previously, Miami-Dade does not have a standardized system for monitoring subsidies. Lack of such data makes it difficult to determine whether the subsidies achieved the desired economic development goals. Furthermore, the county does not appear to have a consistent policy in the use of controls, such as clawback clauses, to hold companies accountable to their commitments.

## ***Professional Administration and Management***

Observers of business development programs concur that such programs need a strong administrative and management team (see Mayer 2001; Bhatt and Tang 2001; and Lichtenstein 2001). However, studies have demonstrated that many programs around the United States are poorly managed, understaffed and administered by unqualified staff. These studies indicate that such programs often lack administrative standards and do not have clear goals nor a clear target market or stakeholders (Bhatt and Tang 2001). They also tend to suffer from high default rates and high administrative costs (Bates 2000).

Although this study did not focus on the management and administration of the various county agencies programs, the study did reveal that there is a growing proliferation of business development programs in Miami-Dade. At the time the study was conducted, there were a total of 19 programs that offered loans, grants and tax incentives to businesses. Since then, at least six additional programs have been added. They include two loan programs and four grant programs:

- Revolving Loan Program (EZ)
- New Markets Venture Capital Fund (EZ)
- Commission District 2 Mom & Pop Small Business Grant (Task Force)
- Commission District 5 Mom & Pop Small Business Grant (Task Force)
- Commission District 9 Mom & Pop Small Business Grant (Task Force)

In total, the county now appears to have a total of 25 business development programs divided among the county's five economic development agencies. The problem with this large number of programs is that there is a great deal of duplication of resources in outreach efforts and program management.

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<sup>3</sup> "Subsidies" as used here includes tax abatement, infrastructure improvements, low cost loans, grants and tax increment financing. See Sullivan, p.20

Furthermore, there is no apparent coordination for investing all of these resources in a strategic manner. For the most part, agencies operate independently. Although there are efforts from the Assistant County Manager's Office, to establish greater collaboration and standard protocols among these programs, this effort is still in progress.

## ***Community Outreach***

Each community has challenges and needs unique to its particular area, and many authors agree that community outreach can meet those unique needs. (Mayer and Greenberg 2001). Community outreach can keep businesses informed of opportunities and can help to foster entrepreneurship. It can also help agencies to customize programs to meet the specific needs unique to their target markets. Dynamic regions around the United States ---Silicon Valley, Route 128, and the Research Triangle--- do not just attract entrepreneurs from other areas, they develop them. Through outreach agencies can target specific business development programs and services to companies according to the needs of each enterprise. However, outreach can be costly.

In Miami-Dade County, the outreach efforts vary by agency. As was discussed above, there is little coordination in carrying out such activities. If the agencies are encouraged to collaborate on these efforts, the agencies will be able to maximize their resources and reach a greater number of businesses. This, however, will require better interagency communication and cooperation.

If Miami-Dade is to be effective in fostering entrepreneurialism and business growth through its business development programs, it needs to address the issues discussed above. Establishing evaluation measures, monitoring performance, and improving administrative methods will greatly enhance Miami-Dade's ability to serve the businesses in the county's distressed communities.

# **Business Development Programs in Miami-Dade County**

Below is a description of the various business development programs for which data was made available for this study. These programs represent the business development assistance offered by Miami-Dade County government in FY 2001. The programs are listed by agency:

## ***Beacon Council***

### Enterprise Zone Tax Abatements

The Enterprise Zone is a designated area within Miami-Dade County offering fiscal incentives to businesses that locate or expand within the zone. The objective is to encourage investment and job creation in economically distressed areas. The program offers tax abatements of up to 100% of local property taxes for companies moving into the Enterprise Zone and creating five or more jobs. The Beacon Council assists businesses in applying for this program.

### Qualified Target Industry Tax Refund

The QTI Program is a tool available to Florida communities to encourage quality job growth. The program provides tax refunds for jobs created. It targets high value-added businesses. QTI provides up to \$5,000 per new job created; \$7,500 in an Enterprise Zone. Eligible businesses are new and expanding business in selected industries or corporate headquarters.

### Quick Response Training Program (QRT) - Grant Program

QRT provides customized start up training grants that average \$500 to \$600 per new employee.

## ***Empowerment Trust***

### Neighborhood Micro Loan Fund

The Micro Loan Program provides loans up to \$5,000 in some EZ neighborhoods. The loans are based on the decisions of the EZ Neighborhood Assemblies. The loans can be used to purchase equipment and inventory, or for working capital.

### Neighborhood Small Business Equity Investment Fund

The Neighborhood Small Business Equity Investment Fund provides access to capital to businesses seeking to expand or relocate in the EZ areas. Loan amounts can vary. Location restrictions also vary depending on the project.

### EZ Tax Programs

The EZ offers federal tax credits from \$2,400 to \$3,000 for hiring qualified EZ residents and summer youth. It also offers tax deductions for qualified environmental clean up costs.<sup>4</sup>

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<sup>4</sup> The Empowerment Trust does not monitor the tax incentive programs offered under their agency.

## ***MMAP***

### MAPP Revolving Loan Program

The MMAP Revolving Loan Fund was established in FY 2000-2001 to provide assistance to businesses owned and operated by Blacks in Miami-Dade County. The purpose is to disburse funds to businesses in targeted communities, while renewing the fund in order to assist additional organizations. The MMAP Revolving Loan Fund was funded through the Occupational Surtax.

## ***OCED***

### Commercial Revitalization Program

The Commercial Revitalization program was designed to improve the physical and economic condition of commercial areas in low and moderate-income neighborhoods. The program makes available grants up to a maximum of \$100,000 to qualified owners and merchants to rehabilitate the exterior of their commercial buildings.

### Community Development Revolving Loan Fund (CDRLF)

The CDRLF has been established to assist businesses seeking financial assistance for start-up and expansion. Loans can be awarded up to a maximum of \$500,000 for working capital and fixed assets. This program aims to reduce unemployment, raise the income levels and enhance business services in low and moderate-income areas of Miami-Dade County.

### Enterprise Zone Tax Abatements

As was explained under the Beacon Council programs, the Enterprise Zone is a designated area within Miami-Dade County offering fiscal incentives to businesses that locate or expand within the zone. The EZ offers tax abatements of up to 100% of local property taxes for companies moving into the Enterprise Zone and creating five or more jobs. OCED is responsible for administering the program. For the purpose of this study, OCED will only receive credit for the businesses which it recruits. This is done to avoid confusion between the companies that the Beacon Council helps to recruit.

### Micro Enterprise Assistance and Peer Lending

The Micro Enterprise Assistance and Peer Lending program is designed to assist entrepreneurs in building a strong credit history by allowing them to borrow incremental amounts of loan funds, develop stronger business skills, share business ideas and provide support in peer group setting. The program also provides direct loans up to \$25,000 that requires business profitability and credit soundness.

### Targeted Jobs Incentives Fund Program

The Targeted Jobs Incentives Fund Program provides loans to businesses. Job requirements include 5 jobs for expanding businesses and 10 for relocating companies. Limits are up to \$1,750 per job.

## ***Task Force on Urban Revitalization***

### Commercial Rehabilitation Investment Program

The Commercial Rehabilitation Investment Program is a grant program designed to assist businesses with improvements to their facilities or their surrounding areas.

### Historic Preservation Grant

The Historic Preservation Grant seeks to emphasize the economic development aspects of historic restoration projects, and their stabilization effect upon the surrounding communities. The project must provide a revenue stream based on a tourism or recognizable commercial activity. Grant amounts vary.

### Section 108 TUA Revolving Loan Fund

The Section 108 TUA Revolving Loan Fund is intended to promote business attraction, expansion and retention in the Targeted Urban Areas (TUAs) by providing financial assistance to businesses in those communities. The program offers assistance with working capital, purchase of machinery and equipment, construction/renovation of commercial sites and acquisition of real estate. Businesses can obtain loans for 20 percent of project costs for projects that are up to \$5 million, for a maximum loan amount of \$500,000.

### Stability Loan Fund Program

The Stability Loan Fund Program is for small businesses located in the TUAs that have been in existence for at least one year. The loan provides financial assistance to business owners who are experiencing short-term cash flow difficulties. Businesses can receive loans from \$15,000 to \$50,000 at prime rate or below, depending on the size of the loan, the scope of services, and the maturity term.

## Findings from Data Analysis

For the purpose of this study, the Targeted Urban Areas (TUAs) are defined as traditionally underserved and underdeveloped communities that have been designated by the County Commission to receive economic development assistance. These communities include the Targeted Urban Neighborhoods (TUAs), the TUA Corridors, the Empowerment Zone Neighborhoods, and the Empowerment Zone Developable Sites. It should be noted that this study does not include the findings for the North Miami TUA Neighborhood due to the fact that the County Commission designated this area as a TUA in March of 2002, which was outside of the study's time period.<sup>5</sup> Below is a list of all the TUA Areas:

**Table 2: TUA and EZ Communities**

TUA Neighborhoods	TUA Corridors	EZ Neighborhoods	EZ Developable Sites
Carol City Coconut Grove Florida City Goulds Leisure City Liberty City Little Haiti ModelCity/Brownsville Naranja North Miami Opa Locka Overtown Perrine Princeton Richmond Heights South Miami SW Homestead West Little River	NW 27th Avenue NW 183rd Street	East/West Corridor - Airport - Allapattah - CBD and Seaport - Civic Center - Little Havana - Melrose - Overtown - Wynwood  Liberty City/Model City Homestead/Florida/City	Homestead/Florida City Northside/Poinciana Opa Locka Airport

For the remainder of this document, all the areas listed above will be collectively referred to as the TUA/EZ communities unless there is a distinction made to a breakdown of the areas (TUA neighborhoods, TUA corridors, EZ Neighborhoods and EZ developable sites). The use of "TUA/EZ" with the all-inclusive definition will be used sparingly due to overlapping boundaries in the various areas.

In FY 2001, a total 188 firms received business development assistance from Miami-Dade County in the form of loans, grants and tax incentives. In total, these firms were granted 217 awards for a sum of \$21.4 million. As can be seen on table 3 on the following page, 69.5% of the awards were loans, 17.4% were tax incentives, and 13.1% were grants. Of the total number of firms that received business development assistance, 129 (approximately 67%) of the businesses were located in the TUA/EZ area. According to the analysis, the firms located within the TUA/EZ communities received 145 awards for a total of \$14.8 million.

<sup>5</sup> The North Miami TUA includes the Downtown District, the 7<sup>th</sup> Avenue District, the West Dixie Hwy District, and the Biscayne Blvd District of the City of North Miami.

The remaining firms that received business development assistance were located outside of the TUA/EZ areas. They accounted for 28% of the awards issued, for a total investment of \$6.2 million. The majority of the assistance that these firms received was in the form of tax incentives. It is important to note that eight of the firms could not be accurately plotted using GIS technology due to discrepancies in their addresses. As a result, the findings of this study focus on the firms that could be accurately accounted for.

**Table 3: Business Development Awards Issued in Miami-Dade County in FY 2001**

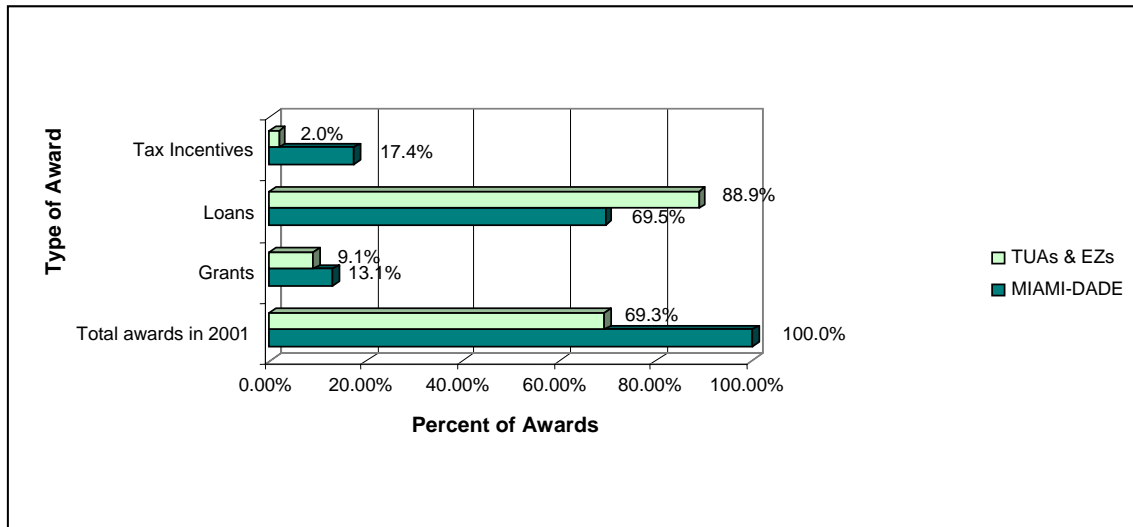
	Award	%	Number	%
<b>Total Awards Issued in Miami-Dade</b>	<b>21,419,552</b>	<b>100.0%</b>	<b>217</b>	<b>100%</b>
Grants	2,808,711	13.1%	45	21%
Loans	14,876,000	69.5%	85	39%
Tax Incentives	3,734,841	17.4%	87	40%
<b>Total number of firms</b>	<b>n/a</b>	<b>n/a</b>	<b>188*</b>	<b>n/a</b>
	Award	%	Number	%
<b>Awards in the TUA/EZs</b>	<b>14,850,489</b>	<b>69.3%</b>	<b>145</b>	<b>67%</b>
Grants	1,354,688	6.3%	32	15%
Loans	13,198,000	61.6%	71	33%
Tax Incentives	297,801	1.4%	42	19%
<b>Number firms in the TUA/EZs</b>	<b>n/a</b>	<b>n/a</b>	<b>129</b>	<b>n/a</b>
	Award	%	Number	%
<b>Awards Outside of the TUA/EZs</b>	<b>6,209,843</b>	<b>29%</b>	<b>60</b>	<b>28%</b>
Grants	1,204,429	6%	11	5%
Loans	1,678,000	8%	14	6%
Tax Incentives	3,327,414	16%	35	16%
<b>Number of firms outside TUA/EZs</b>	<b>n/a</b>	<b>n/a</b>	<b>51</b>	<b>n/a</b>
	Award	%	Number	%
<b>Unmatched Awards</b>	<b>359,220</b>	<b>2%</b>	<b>12</b>	<b>6%</b>
Grants	249,594	1%	2	1%
Loans	-	0%	-	0%
Tax Incentives	109,626	1%	10	5%
<b>Number of unmatched firms</b>	<b>n/a</b>	<b>n/a</b>	<b>8</b>	<b>n/a</b>

### ***Total Award Activity in TUA and EZ Neighborhoods Combined***

- Almost 70% of all business development awards in Miami-Dade County in FY 2001 went to TUA/EZ communities for a total of \$14.8 million.
- As was discussed previously, most (69.5 %) of all awards issued in Miami-Dade were in the form of loans. Awards granted to TUA/EZ were also predominately loans. However, loans represented the majority of the awards issued in the TUA/EZ areas, accounting for 89% of the awards given.
- The dollar amount invested in the TUA/EZ communities in form of grants was \$1.3 million. These awards made up almost half of the grant dollars invested in the county.
- Although 48% of the tax incentives were awarded to TUA/EZ communities, these awards only accounted for \$297,801 (7%) of the total tax incentive investments. The balance of the \$3.7 million in tax incentives was issued to businesses outside of the TUA/EZ.

The following graph (1) compares the proportion of dollars awarded within the TUA/EZ communities to total dollars invested in Miami-Dade County. The information is displayed by award type.

**Graph 1: Percent of Award Types in TUA/EZ Areas and County FY2001**



Total award dollar amount = \$21,419,552 (see Appendix for complete table of figures)

\*TUA/EX percentages are represented in proportion to the total amount of awards in the county.

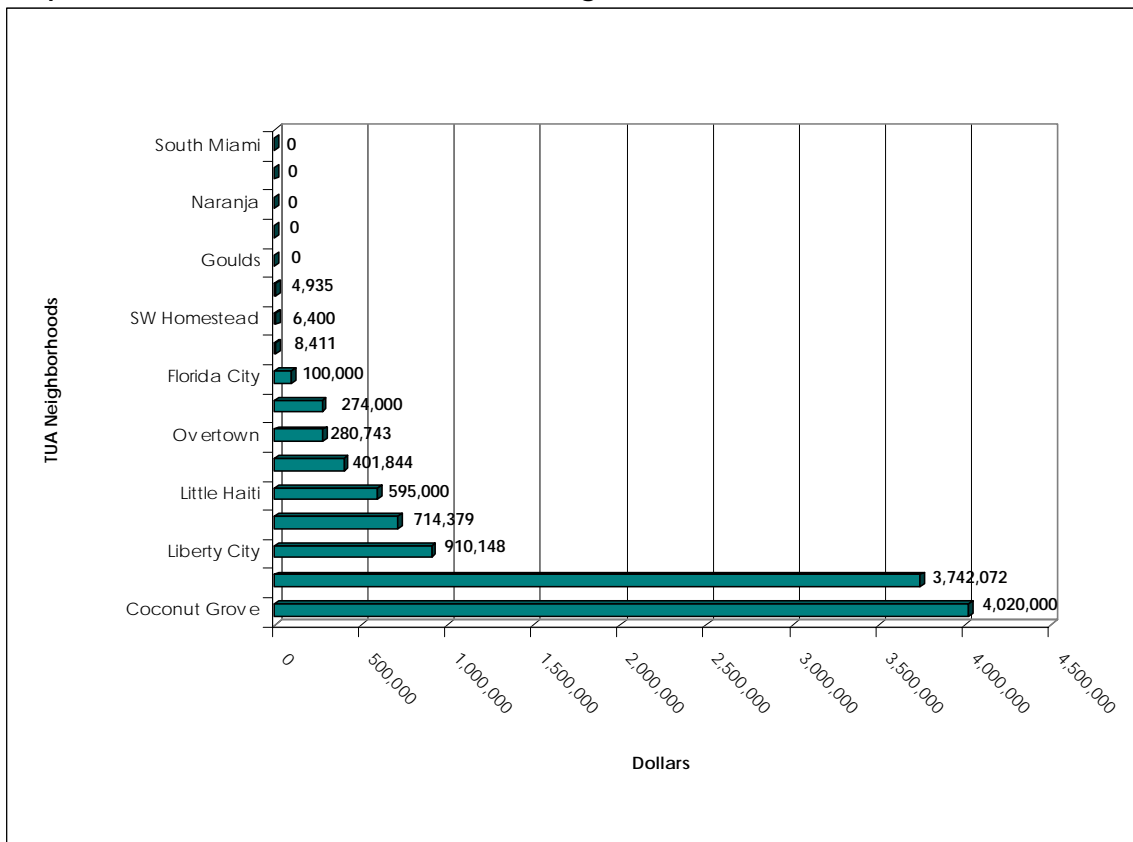


## Award Activity by TUA Neighborhoods

The following is a detailed analysis of business development awards issued in the 18 TUA neighborhoods. Graphs 2, 3 and 4 are used illustrate the points summarized below:

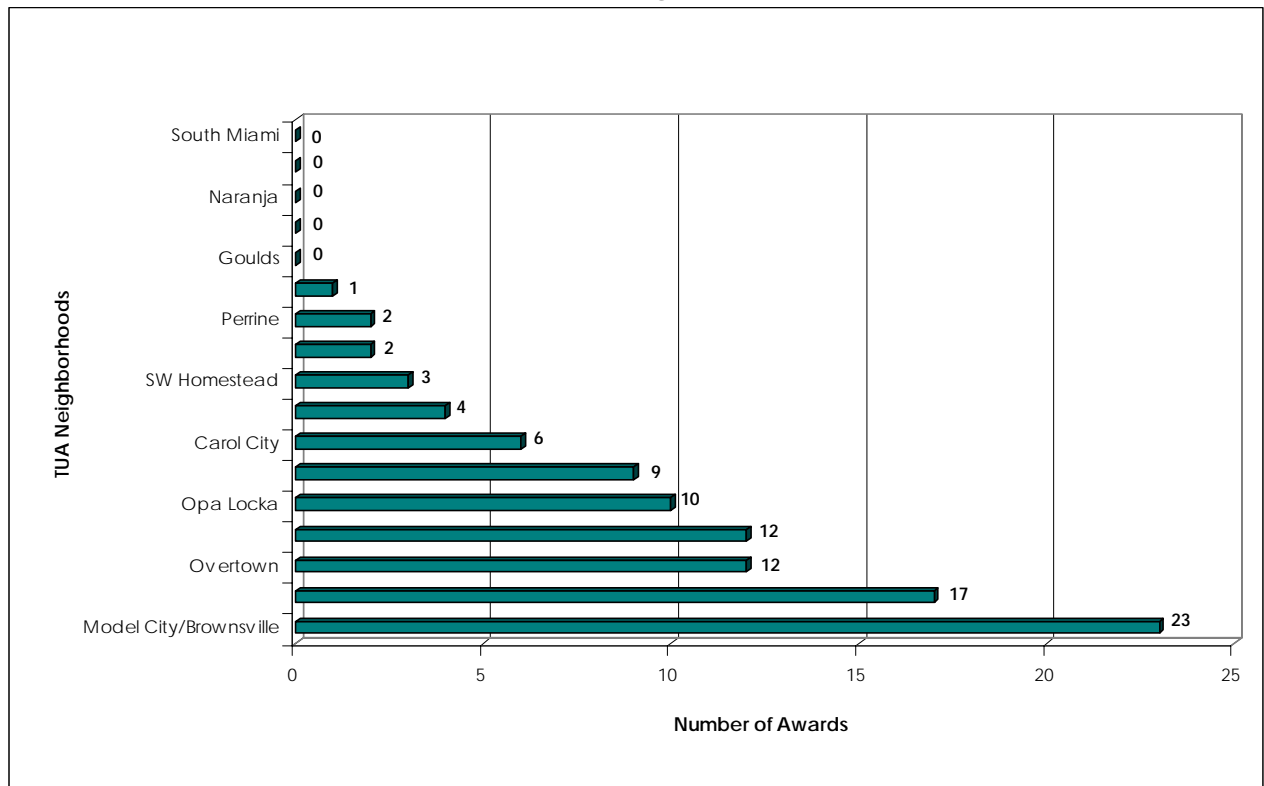
- Two of the 17 TUAs, Model City/Brownsville and Coconut Grove, received over 70 percent of all TUA neighborhood awards (in dollar amount).
- Coconut Grove was, by far, granted the largest sum of money *per award* in FY 2001. This area received only 2 awards totaling over \$4 million, an average of \$2 million per award. In comparison, Model City/Brownsville, which was granted the most awards in the TUA neighborhoods (23), received \$3.7 million, an average of \$160,000 per award. Overtown, the next highest recipient of awards (12), received a total of \$280,743, averaging \$23,395 per award.
- Areas in the Southern region of Miami-Dade County received the least award amounts in FY 2001 (in total and on average). Princeton, Richmond Heights, Liesure City, Naranja, Goulds, SW Homestead, Perrine and Florida City together received only 1 percent of the total TUA amount of awards (\$119,746 in 2001). On average, these areas in South Dade received \$9978 per award. Naranja, Goulds, Leisure City, and Richmond Heights were the only TUA areas (other than South Miami) that *did not* receive an award.

**Graph 2: Dollar Amounts Awarded to TUA Neighborhoods , FY 2001**



Total amount = \$11,057,932. Dollar amounts for South Miami, Naranja, Goulds, Leisure City, and Richmond Heights equals "0" and, therefore, are not included in graph.

**Graph 3: Number of Awards to Firms within TUA Neighborhoods, FY 2001**



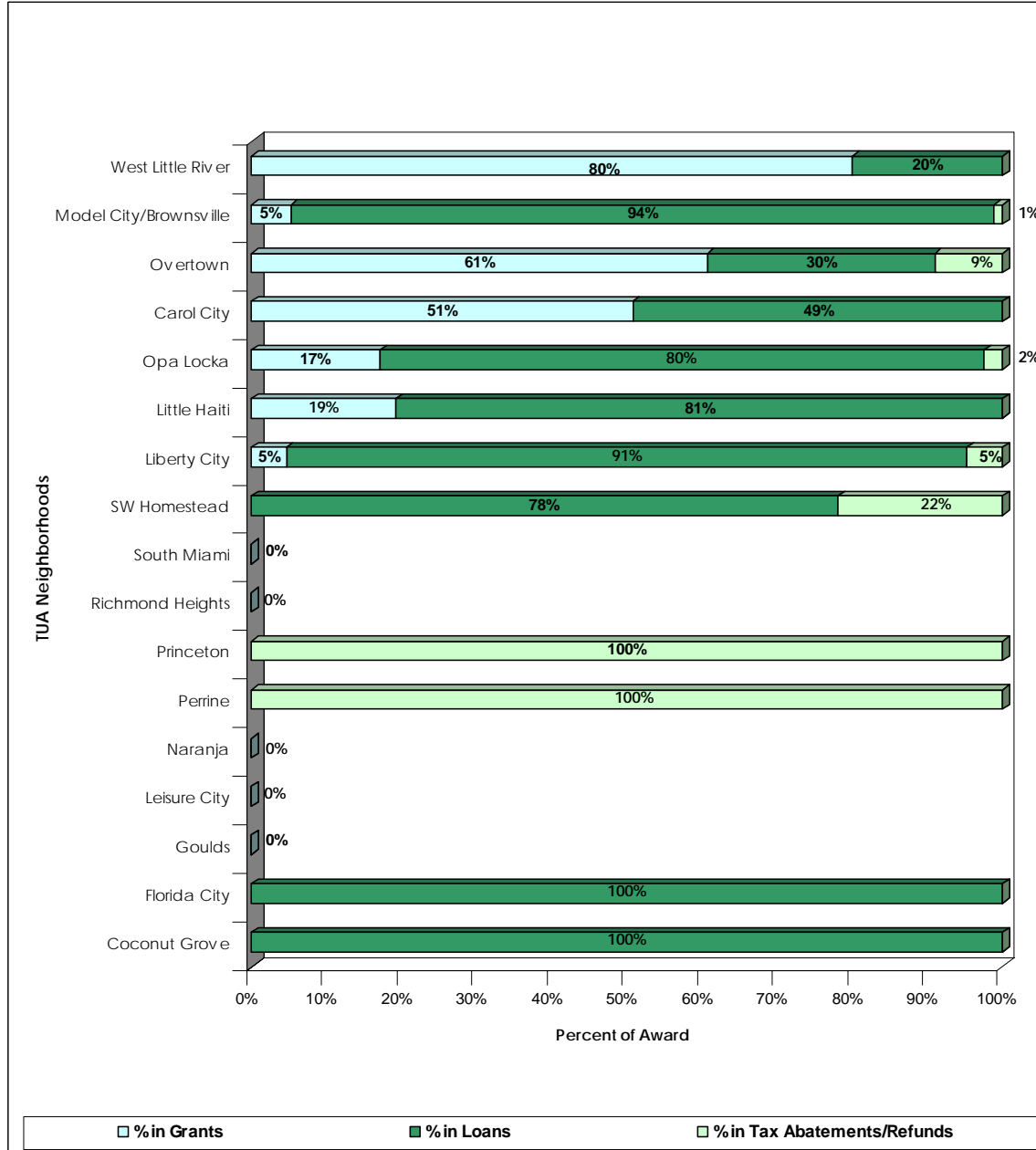
Total awards = 101

*South Miami, Naranja, Goulds, Leisure City, and Richmond Heights did not receive awards, therefore, they are not included in the graph.*

Graph 4 below depicts the proportion of dollars awarded to each TUA Neighborhood by award type.

- Awards to Coconut Grove and Model City/Brownsville (the areas that received the largest award amounts) were predominantly in the form of loans. The loans represented 100% of the award amount given to Coconut Grove and 94% of the monies allocated to Model City/Brownsville.
- Except for Princeton, Perrine, Overtown and West Little River, over 50% of the award amount issued to TUA Neighborhoods were loans.
- Princeton and Perrine's awards were both 100% tax abatements, for a total of \$4,935 and \$8,411 respectively.
- In contrast, West Little River received a large proportion of their business development funding in the form of grants. West Perrine obtained 80% of its dollars in grants (\$401,844), and Overtown received 61% of its awards (\$280,743) in grants.

**Graph 4: Percent of Business Development Dollar Awards in TUA Neighborhoods by Award Type, FY 2001**



## ***Award Activity In TUA Corridors, EZ Neighborhoods and Developable Sites***

Table 2 shows the remaining TUA/EZ areas where awards were granted. The findings appear to be consistent with those of the TUA neighborhoods, in that South Dade areas (i.e., Homestead/Florida City) received less than other areas. The table also shows that EZ Development Sites are receiving relatively high amounts per award.

- The TUA Corridors were awarded a total \$1.6 million. NW 27<sup>th</sup> Avenue Corridor obtained 91% of the awards, accounting for \$1.5 million of the total.
- The total dollar amount of business development investment in EZ neighborhoods and developable sites in FY 2001 was \$6.6 million; \$3.8 million in the EZ neighborhoods and \$2.8 million in the developable sites.
- The majority of the activity in the EZ neighborhoods took place in the East/West Corridor (\$3.2 million). This corridor received 21% of the total awards issued in Dade County.
- Within the EZ Developable Sites, Northside Poinciana and Homestead/Florida City received relatively the same number of awards; however, Northside Poinciana obtained almost four times the dollar amount, for a total of \$2.2 million. Both areas had relatively the same amount of loans and tax abatements; the difference was the dollar amount.
- Although the Opa Locka Airport developable site is an industrial area with a growing number of businesses, no awards were issued in this site.

**Table 4: TUA Corridors, EZ Neighborhoods and Developable Sites by Awards**

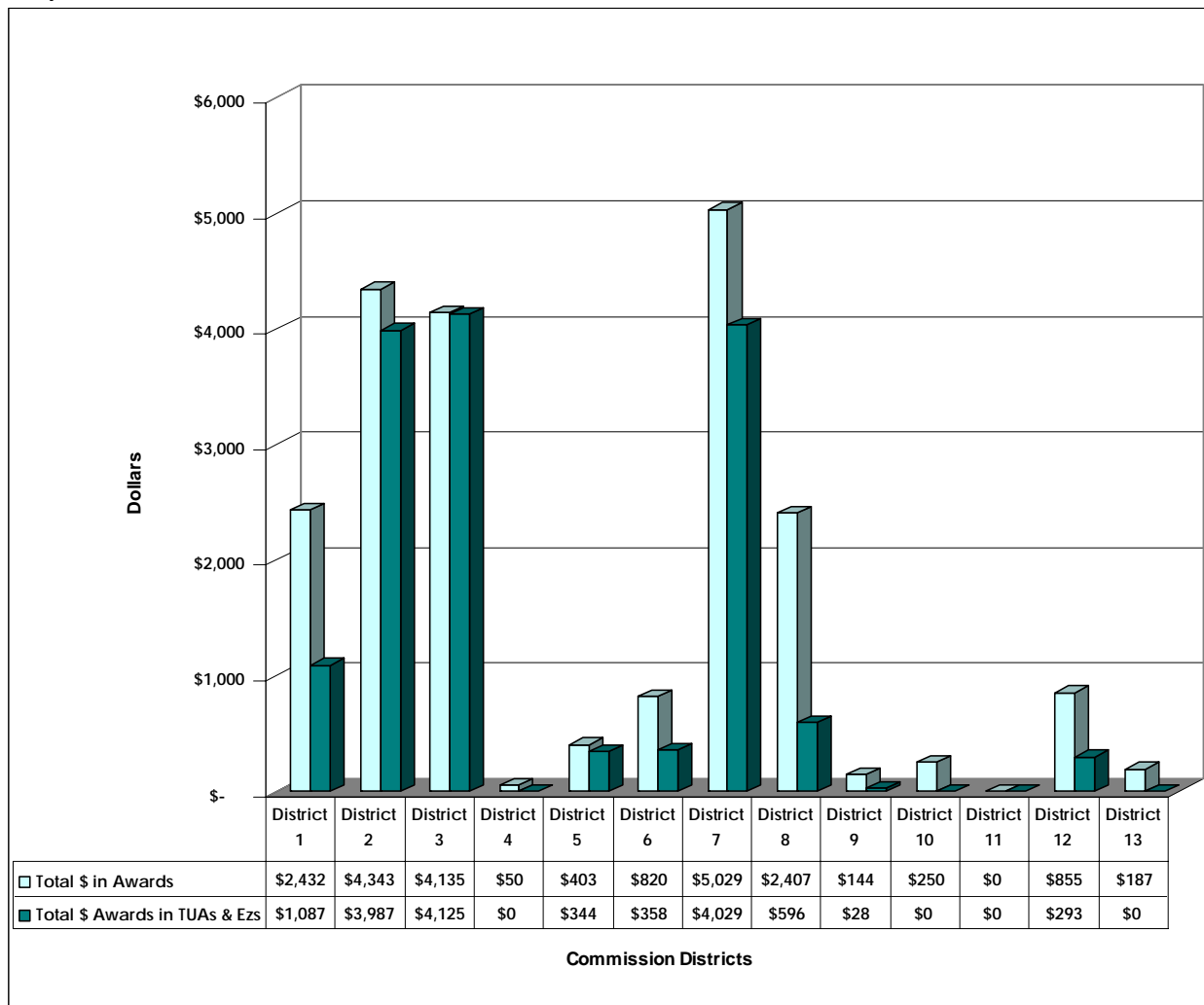
	(\$) Amount	# of Awards
<b>TUA Corridors</b>		
Northwest 27th Avenue	1,522,422	12
Northwest 183 Street	135,000	4
<b>Total</b>	<b>1,657,422</b>	<b>16</b>
<b>EZ Neighborhoods</b>		
East-West Corridor	3,296,430	47
Liberty City/Model City	465,732	5
Homestead/Florida City	101,400	6
<b>Total</b>	<b>3,863,562</b>	<b>58</b>
<b>EZ Developable Sites</b>		
Northside/Poinciana	2,299,175	6
Homestead/Florida City	506,085	5
Opa Locka Airport	0	0
<b>Total</b>	<b>2,805,260</b>	<b>11</b>

## Award Activity by Commission District

Graph (5) shows dollars awarded within commission districts.

- The Commission Districts that received the most business development awards, in terms of dollar amount, were districts 7, 2 and 3. All of these areas show dollar figures well into the millions. These districts also have the largest concentration of awards monies issued to TUA/EZ communities.
- Although district 7 had the highest monetary figure, it only received 12 awards. Districts 2, on the other hand, received 40 awards and district 3 received 54. These two districts received the largest number of awards in the county.
- Commission Districts 4, 9, and 11 show less than \$200,000 in awards. It should be noted that these districts do not have TUA/EZ communities within their boundaries.

**Graph 5: Awards within Commission Districts, FY 2001 (in thousands of dollars)**



(See Appendix for detailed list of awards in district commission areas.)

## *Types of Business Industries Awarded*

The following section analyzes the types of industries that received awards in FY 2001. In general this data (see Table 3) shows:

- Manufacturing, Restaurant, and Real Estate industries have been given the highest number of awards (some have multiple awards per firm). This pattern agrees with past literature that says manufacturing industries, which have significantly higher overhead, require the most assistance to survive.
- In terms of the award dollar amount, manufacturing firms on average received the most --over \$2 million, which is over twice as much as the next highest industry (securities firms, which received an average of 500,000 per award). Rounding out the top five industries in terms of average amount awarded were produce firms (\$446,250 average per firm), computers (\$330,000), and CBOs (\$132,592).
- Awards to industries took a variety of forms, but most firms received loans (also see graph 4, previously). Some types of awards tended to dominate in certain industries. For example, over half of the awards granted to manufacturing firms were re tax abatements/tax credits. All but two of the awards granted to insurance/investment firms were in the form of tax abatements and all but one of the clothing firm awards were in the form of loans.
- Based on firm names and nature of grantees, we speculate that most the businesses that received business development assistance are small, although large firms were identified. In fact, those awarded the highest amount in dollars tended to be medium to large firms. For example, the firms granted the largest sums of awards were: Overtown Manufacturing Co., IDS Telecom LLC, Per Scholas, Leasa Industries, World Wide Concessions, Precision Response Corporation, and Florida Urban Ventures (Leasa Industries has over 50 employees and Precision Response Corp. has approximately 600).

**Table 5: Awards Issued by Types of Businesses**

Type of Business	# of Firms	# of Awards Issued*	%	Most Frequent Award type	Average Award Amount (\$)
Manufacturing	16	19	9%	Tax Abate	2,405,103
Restaurant	18	19	9%	Loan	37,052
Real Estate	17	18	8%	Grant	51,924
Insurance/Investment	6	16	7%	Tax Abat.	9,042
CBO	9	13	6%	Grant	132,592
Auto Sales And Repair	8	9	4%	Tax Abate	15,273
Retail	9	9	4%	Tax Abate	58,564
Supermarket/Food Store	7	8	4%	Loan/Grant	18,938
Clothing	5	7	3%	Loan	113,677
Hotel	7	7	3%	Tax Abate.	15,090
Transportation	6	7	3%	Loan	40,490
Laundromat/Cleaners	6	6	3%	Loan	21,371
Telecom	5	6	3%	Loan	226,436
Daycare/School	5	5	2%	Loan/Grant	41,023
Produce	3	4	2%	Loan	446,250
Business Services	3	3	1%	Mixed	
Graphics & Printing	3	3	1%	Loan	8,000
Cleaning Services	2	2	1%	Loan	10,000
Computers	2	2	1%	Loan	330,000
Home Repairs/Landscaping	2	2	1%	Loan	65,000
Photography/Film	2	2	1%	Loan	127,500
Repair Shop	2	2	1%	Tax Abate./Loan	16,555
Beauty Salon	1	1	0%	Loan	15,000
Construction	1	1	0%	Loan	500,000
Pest Control	1	1	0%	Loan	25,000
Pharmacy	1	1	0%	Tax Abate.	3,732
Professional	1	1	0%	Grant	60,000
Security	1	1	0%	Loan	500,000
Training	1	1	0%	Grant	50,000
Other**	38	41	19%		208,888
<b>Total</b>	<b>188</b>	<b>217</b>	<b>100%</b>		

\*Greater numbers of awards represent multiple awards to single firms.

\*\* Due to insufficient data the firms categorized as "other" could not be classified.

- While only a few firms received multiple awards, most firms (90%) received one award apiece. The exceptions include an insurance company, American Bankers Insurance, which received six awards in the form of tax abatements (no more than \$22,382 each award), and Miami Host Joint Venture. This company received five awards, in smaller sums (none were greater than \$5,000).

**Table 6: Number of Awards Issued to Multiple Firms**

Number of Awards per Firm	Number of Firms	%
1	169	90%
2	14	7%
3	3	2%
5	1	1%
6	1	1%
<b>Grand Total</b>	<b>188</b>	<b>100%</b>

### ***Award Activity by Agency***

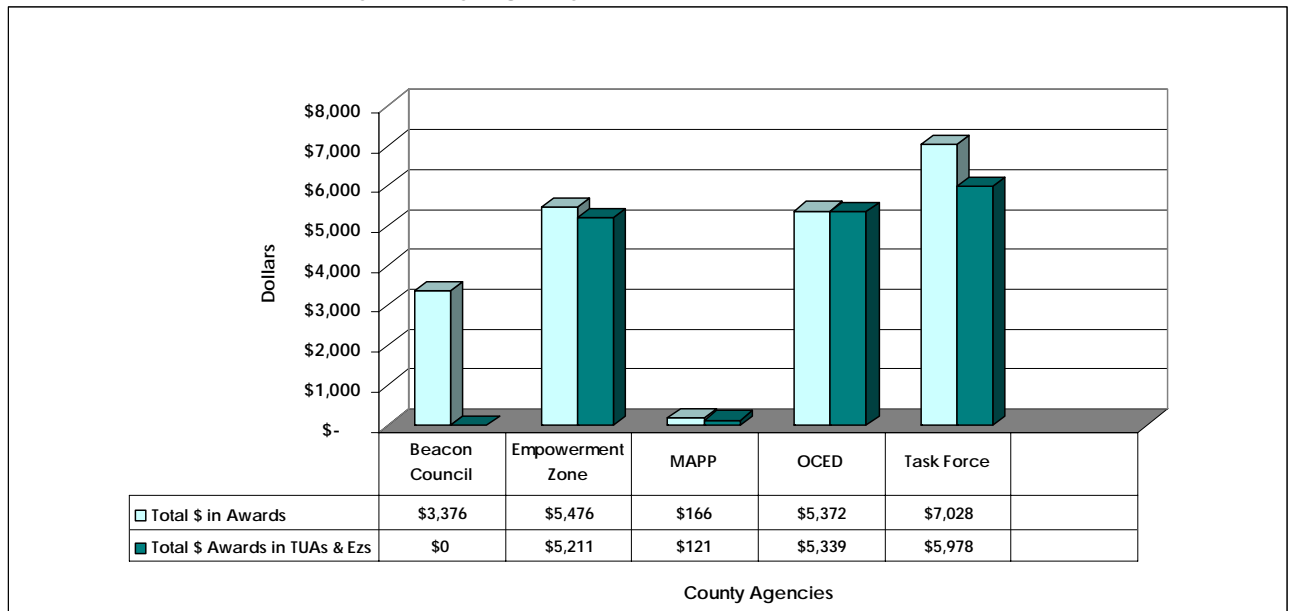
Graph 6 and Tables 5 and 6 illustrate the extent to which each business development agency in Miami-Dade County issued awards. Specifically they show:

- The Task Force awarded the most in total dollar amount in the county and in the TUA/EZ communities. Its contributions totaled \$7 million (or 33% of the total award amount issued by the county and 28% of the funds awarded to TUA/EZs.) The second most generous grantee was the Empowerment Zone; this agency accounted for 26% of the total dollar awards and 24% in the TUA/EZ areas.
- While the Task Force awarded the most in monetary value, the OCED issued the greatest number of awards. They approved 124 awards county-wide and 71 in the TUA/EZs.
- Of all the agencies, MAPP awarded the least amount of awards, both in quantity and in dollar amount. This is due to the fact that the agency also had one business development programs in FY 2001, compared to the other agencies—which had a minimum of three programs.
- Each of the agencies gave over 85% of their total awards to TUAs and EZs, *except* the Beacon Council.
- Awards granted by major agency programs (those that awarded the most dollar amount) were given in the form of loans. For example, besides the Task Force's \$5.8 million Section 108 Loan Program, the Empowerment Zone gave the second highest loan amount via its \$5.4 million Neighborhood Small Business Equity Investment Fund. OCED was third in line with the \$2 million Community Development Revolving Loan Fund.



- In terms of grants and tax abatements, OCED issued the highest amount awards, with approximately \$1.2 million each. These programs included the Commercial Revitalization Program and the Enterprise Zone Tax Abatements.
- Although analyzing the number of approved awards gives a general sense of agency output, an assessment of the number of awards that were actually disbursed in FY 2001 gives a more accurate account of economic impact. Of the 217 awards approved in FY 2001, only 14% were disbursed that year (with OCED responsible for 10% and the Task Force 3.9%). The balance of the awards was pending disbursement as of the end of FY 2001.

**Graph 6: Dollars Awarded by County Agency, FY 2001 (in thousands of dollars)**



**Table 7: Amount and Number of Awards to *TUAs* and *EZs* by Agency**

AGENCY	\$ AMOUNT	% AMOUNT	# AWARDS	% AWARDS
<i>Task Force</i>	\$ 5,978,688	28%	30	14%
<i>Empowerment Zone</i>	\$ 5,211,000	24%	37	17%
<i>OCED</i>	\$ 3,539,801	17%	71	33%
<i>Beacon Council</i>	-	-	5	2%
<i>MMAP</i>	\$ 121,000	1%	2	1%
<b>TOTAL</b>	<b>\$ 14,850,489</b>	<b>100%</b>	<b>145</b>	<b>100%</b>

**Table 8: Awards by Award Agency and Program**

AGENCY/PROGRAM	\$ AMOUNT	# Awards	TYPE	STATUS
<b><i>Task Force</i></b>				
Commercial Rehabilitation Investment Program	\$ 198,240	3	Grant	Disbursed
Historic Preservation Grant Program	\$ 280,448	5	Grant	Disbursed
Stability Loan Application	\$ 235,000	6	Loan	Disbursed
	\$ 515,000	15	Loan	Pending Disbursement
Section 108 Loan, Task Force	\$ 5,800,000	3	Loan	Pending Disbursement
<b>TOTAL</b>	<b>\$ 7,028,688</b>	<b>32</b>		
<b><i>OCED</i></b>				
Micro Enterprise and Peer Lending Loan Program	\$ 105,000	6	Loan	Disbursed
Community Development Revolving Loan Fund	\$ 2,004,000	7	Loan	Disbursed
	\$ 575,000	3	Loan	Pending Disbursement
Commercial Revitalization Program	\$ 1,289,500	23	Grant	Pending Disbursement
Commercial Revitalization Program for District 2	\$ 154,000	11	Grant	Pending Disbursement
Enterprise Zone Tax Abatements	\$ 1,244,841	74	Tax Abatement	Pending Disbursement
<b>TOTAL</b>	<b>\$ 5,372,341</b>	<b>124</b>		
<b><i>Beacon Council</i></b>				
Quick Response Training Grant	\$ 886,523	3	Grant	Pending Disbursement
Enterprise Zone Tax Abatements	–	7	Tax Abatement	Pending Disbursement
Qualified Target Industry Tax Refund	\$ 2,490,000	6	Tax Refund	Pending Disbursement
<b>TOTAL</b>	<b>\$ 3,376,523</b>	<b>16</b>		
<b><i>Empowerment Zone</i></b>				
Neighborhood Micro Loan Fund	\$ 70,000	14	Loan	Disbursed
Neighborhood Small Business Equity Investment Fund	\$ 5,406,000	27	Loan	Pending Disbursement
<b>TOTAL</b>	<b>\$ 5,476,000</b>	<b>41</b>		
<b><i>MMAP</i></b>				
MMAP Revolving Loan Program	\$ 166,000	4	Loan	Pending Disbursement
<b>TOTAL</b>	<b>\$ 166,000</b>	<b>4</b>		

## Conclusions and Lessons for the Future

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As can be seen by the analysis provided in this study, the business development system in Miami-Dade County constitutes a complex structure of agencies and programs. The five agencies that strive to manage the county's 26 business development programs, seek to stimulate business growth and economic development by offering loan, grant and tax abatement assistance to companies that want to relocate or expand. Their goal is to create economic vitality in the county, particularly in distressed communities where job creation and business opportunities are difficult to foster. Although the study revealed that over 70% of all business development awards were given to TUAs and EZs, it is apparent from the economic stagnation in these areas that much still needs to be done, both in terms of issuing assistance and in the management of the existing programs. The analysis presented in this report is the first step to achieving those objectives. The following provides a list of the key observations made in the study and a set of recommendations for future action.

### ***Issues that Affect Miami-Dade County's Business Development Programs***

- There is a lack of a standardized monitoring and evaluation system among the various economic development agencies in Miami-Dade County. This is particularly important since the county has over 26 economic development programs.
- The county needs to implement some level of controls issuing subsidies to businesses. This will assure accountability.
- There is a proliferation of business development programs offered in Miami-Dade County. The multitude of programs leads to duplication of financial resources and personnel. To avoid such problems, interagency collaboration and cooperation needs to be fostered.
- A strong and effective community outreach component should accompany all economic development programs. By sharing resources, it is possible that the various economic development agencies in Miami-Dade will be able to develop a strong outreach program.

### ***Findings Regarding the Business Development Awards in Miami-Dade County***

- The agencies that issued the most business development awards in FY 2001, were the Task Force on Urban Economic Revitalization and the Empowerment Trust. Respectively, these agencies issued \$7 million and \$5.4 million in award monies, most of which were in loans.
- The largest awards that were issued were predominately in the form of grants and loans. This was evident in the awards issued to Model City/Brownsville and Coconut Grove, as well as the smaller awards to the TUA/EZ neighborhoods.
- The TUAs received almost 70 percent of the total business development awards in Miami-Dade, for a total of \$14.8 million.

- The only areas that appeared to receive a majority of awards in the form of tax abatements were those communities located in the southern areas of Miami-Dade County. This is an interesting finding, given that the communities in South Dade also received the least amount of awards.
- The types of industries that obtained assistance from the business development programs tended to be Manufacturing, Construction, Produce and Computer firms.
- Although there was a relatively high number of wards approved in FY 2001 by the various economic development agencies in Miami-Dade County, the analysis revealed that only 14% of the 217 awards had been disbursed by the end of FY 2001--showing a critical need to evaluate the current mechanisms for disbursing awards.

It is clear from the observations listed above that Miami-Dade needs to develop a comprehensive strategy for issuing business development assistance. The strategy should provide a combination of soft and hard monies and should include an investment plan. Consistent monitoring and evaluation of business development programs is also critical to the continued success of the programs. Furthermore, there is a need to establish greater collaboration and standard protocols among the existing economic development agencies and the programs under their control. If Miami-Dade is to serve the needs of the distressed communities through its business development programs, the county must take proactive measures to assure that the programs are cost effective and managed proficiently. The above analysis provides a road map to that end.

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## Appendix I. Detailed Account of Awards Issued by Agencies

### Beacon Council Programs

<b>Quick Response Training Grant</b>						
Program	(\$) Amount Awarded	Commission	TUA	EZ	CORRIDOR	DEV SITES
Boston Scientific	\$ 100,314	12 - Dr. Miriam Alonso	Outside	Outside	Outside	Outside
Cordis Corporation, a J&J Co.	\$ 199,594	Unmatched	Unmatched	Unmatched	Unmatched	Unmatched
IDS Telecom LLC	\$ 586,615	1 - Betty T. Ferguson	Outside	Outside	Outside	Outside
<b>TOTAL</b>	<b>\$ 886,523</b>					

<b>Enterprise Zone Tax Abatements</b>						
Program	(\$) Amount Awarded	Commission	TUA	EZ	CORRIDOR	DEV SITES
Apache Products	\$ -	1- Betty T. Ferguson	Opa-Locka	Outside	Outside	Outside
Atlas Paper Mills	\$ -	2- Dorrin Rolle	Model City/Brownsville	Outside	Outside	Outside
B&D Power Coating	\$ -	1- Betty T. Ferguson	Opa-Locka	Outside	Outside	Outside
Interstate Resources	\$ -	Unmatched	Unmatched	Unmatched	Unmatched	Unmatched
Neoris USA, Inc.	\$ -	6 - Rebeca Sosa	Outside	East-West Corridor	Outside	Outside
Robertson Fowarding	\$ -	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
Visa International	\$ -	Unmatched	Unmatched	Unmatched	Unmatched	Unmatched

<b>Qualified Target Industry Tax Refund</b>						
Program	(\$) Amount Awarded	Commission	TUA	EZ	CORRIDOR	DEV SITES
Boston Scientific	\$ 450,000	12 - Dr. Miriam Alonso	Outside	Outside	Outside	Outside
HotJobs.com	\$ 90,000	Unmatched	Unmatched	Unmatched	Unmatched	Unmatched
IDS Telecom LLC	\$ 600,000	1 - Betty T. Ferguson	Outside	Outside	Outside	Outside
MDEK FL, INC	\$ -	13 - Natacha Seijas	Outside	Outside	Outside	Outside
Mitsubishi Heavy Industries	\$ 150,000	6 - Rebeca Sosa	Outside	Outside	Outside	Outside
Precision Response Corporation	\$ 1,200,000	8 - Katy Sorenson	Outside	Outside	Outside	Outside
<b>TOTAL</b>	<b>\$ 2,490,000</b>					

## Empowerment Zone Programs

<b>Neighborhood Micro Loan Fund</b>						
<b>Program/Firm Recipients</b>	<b>(\$) Amount Awarded</b>	<b>Commission</b>	<b>TUA</b>	<b>EZ</b>	<b>CORRIDOR</b>	<b>DEV SITES</b>
B&B Laundromat	\$ 5000	5 - Bruno A. Barreiro	Overtown	East-West Corridor	Outside	Outside
Bradley's Grocery # 1	\$ 5000	5 - Bruno A. Barreiro	Overtown	East-West Corridor	Outside	Outside
Carpe Diem Adventures, Inc.	\$ 5000	9 - Dennis C. Moss	Florida City	Homestead/Florida City	Outside	Outside
E & L Gameroom	\$ 5000	3 - Dr. Barbara Carey	Overtown	East-West Corridor	Outside	Outside
Forbes Photography	\$ 5000	3 - Dr. Barbara Carey	Overtown	East-West Corridor	Outside	Outside
Gerald Graphics & Printing	\$ 5000	5 - Bruno A. Barreiro	Overtown	East-West Corridor	Outside	Outside
Henry's Overtown Tires	\$ 5000	5 - Bruno A. Barreiro	Overtown	East-West Corridor	Outside	Outside
Horizon Flowers & Gifts, Inc.	\$ 5000	9 - Dennis C. Moss	Outside	Outside	Outside	Homestead/Florida City
J & I, Inc.	\$ 5000	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
Joe's Radiator Service of Homestea	\$ 5000	9 - Dennis C. Moss	SW Homestead	Homestead/Florida City	Outside	Outside
Lockhart Publishing	\$ 5000	9 - Dennis C. Moss	Florida City	Homestead/Florida City	Outside	Outside
New Horizons Cleaning Svcs.	\$ 5000	3 - Dr. Barbara Carey	Outside	Outside	Outside	Outside
Pro Courier & Multi Service Compan	\$ 5000	8 - Katy Sorenson	Florida City	Outside	Outside	Outside
Robert's Grocery	\$ 5000	3 - Dr. Barbara Carey	Overtown	East-West Corridor	Outside	Outside

<b>Neighborhood Small Business Equity Investment Fund</b>						
<b>Program/Firm Recipients</b>	<b>(\$) Amount Awarded</b>	<b>Commission</b>	<b>TUA</b>	<b>EZ</b>	<b>CORRIDOR</b>	<b>DEV SITES</b>
A&T Development Corp	\$ 85,000	8 - Katy Sorenson	Florida City	Homestead/Florida City	Outside	Outside
Bannerman Landscaping, Inc.	\$ 100,000	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
Cane A Sucre, Inc.	\$ 30,000	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
Diapers, Etc.	\$ 90,000	6 - Rebeca Sosa	Outside	Outside	Outside	Outside
Diapers, Etc.	\$ 90,000	8 - Katy Sorenson	Outside	Outside	Outside	Outside
Fergo Universal Clothing, Inc.	\$ 200,000	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
Golden City Partners, LLC	\$ 250,000	6 - Rebeca Sosa	Outside	East-West Corridor	Outside	Outside
Gospel Truth	\$ 200,000	3 - Dr. Barbara Carey	Liberty City	Outside	Outside	Outside
Greater Covenant Inc.	\$ 200,000	8 - Katy Sorenson	Outside	Outside	Outside	Homestead/Florida City
Ice Magic, Inc.	\$ 100,000	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
JO Brands	\$ 293,000	12 - Dr. Miram Alonso	Outside	East-West Corridor	Outside	Outside

<b>Neighborhood Small Business Equity Investment Fund</b>						
<b>Program/Firm Recipients</b>	<b>(\$ ) Amount Awarded</b>	<b>Commission</b>	<b>TUA</b>	<b>EZ</b>	<b>CORRIDOR</b>	<b>DEV SITES</b>
Kletzenbauer Properties	\$ 110,000	5 - Bruno A. Barreiro	Outside	East-West Corridor	Outside	Outside
Leasa Industries	\$ 800,000	2- Dorrin Rolle	Model City/Brownsville	Outside	Outside	Northside/Ponciana
Opa Locka CDC	\$ 345,000	1- Betty T. Ferguson	Opa-Locka	Outside	Outside	Outside
Opa Locka CDC	\$ 200,000	1- Betty T. Ferguson	Opa-Locka	Outside	Outside	Outside
Overtown Manufacturing Co.	\$ 75,000	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
Palmetto Homes of Miami, Inc.	\$ 80,000	2- Dorrin Rolle	Outside	Outside	Outside	Outside
Patty King, Inc.	\$ 200,000	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
PAVE	\$ 75,000	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
Per Scholas	\$ 625,000	2- Dorrin Rolle	Model City/Brownsville	Outside	Outside	Northside/Ponciana
Pizza Bash	\$ 75,000	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
Produce Connection Trucking	\$ 150,000	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
Rosebriar Inc.	\$ 293,000	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
School Daze Uniforms	\$ 40,000	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
Tacolcy Economic Development Corp.	\$ 400,000	3 - Dr. Barbara Carey	Liberty City	Liberty/Model City	Outside	Outside
Women's Group Plus One	\$ 50,000	8 - Katy Sorenson	Outside	Outside	Outside	Homestead/Florida City
Women's Group Plus One	\$ 250,000	8 - Katy Sorenson	Outside	Outside	Outside	Homestead/Florida City
A&T Development Corp	\$ 5,406,000	8 - Katy Sorenson	Florida City	Homestead/Florida City	Outside	Outside
Bannerman Landscaping, Inc.	\$ 85,000	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
Cane A Sucre, Inc.	\$ 100,000	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
Diapers, Etc.	\$ 30,000	6 - Rebeca Sosa	Outside	Outside	Outside	Outside
Diapers, Etc.	\$ 90,000	8 - Katy Sorenson	Outside	Outside	Outside	Outside
Fergo Universal Clothing, Inc.	\$ 90,000	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
<b>TOTAL</b>	<b>\$ 200,000</b>					



<b>Quick Response Training Grant</b>						
Program/Firm Recipients	(\$) Amount Awarded	Commission	TUA	EZ	CORRIDOR	DEV SITES
Tacolcy Economic Development Corp.	\$ 400,000	3 - Dr. Barbara Carey	Liberty City	Liberty/Model City	Outside	Outside
Women's Group Plus One	\$ 50,000	8 - Katy Sorenson	Outside	Outside	Outside	Homestead/Florida City
Women's Group Plus One	\$ 250,000	8 - Katy Sorenson	Outside	Outside	Outside	Homestead/Florida City
<b>TOTAL</b>	<b>\$ 5,406,000</b>					

## MMAP Programs

<b>MMAP Revolving Loan Program</b>						
Program/Firm Recipients	(\$) Amount Awarded	Commission	TUA	EZ	CORRIDOR	DEV SITES
Miller Trophies, Inc	\$ 25,000	1- Betty T. Ferguson	Outside	Outside	Outside	Outside
Peace of Mind Pest Control, Inc.	\$ 25,000	3 - Dr. Barbara Carey	Liberty City	Outside	Outside	Outside
Torvell, Inc.	\$ 20,000	1- Betty T. Ferguson	Outside	Outside	Outside	Outside
WKL & Associates	\$ 96,000	3 - Dr. Barbara Carey	Little Haiti	Outside	Outside	Outside
<b>TOTAL</b>	<b>\$ 166,000</b>					

## OCED Programs

<b>Commercial Revitalization Program (Grants)</b>						
Program/Firm Recipients	(\$) Amount Awarded	Commission	TUA	EZ	CORRIDOR	DEV SITES
15950 Corporation, Inc	\$ 100,000	1- Betty T. Ferguson	Outside	Outside	27th Ave	Outside
Bahamian Connection Restaurant	\$ 15,000	3 - Dr. Barbara Carey	Little Haiti	Outside	Outside	Outside
Bahamian Connection Restaurant	\$ 15,000	3 - Dr. Barbara Carey	Little Haiti	Outside	Outside	Outside
Biscayne 1 & Biscayne 2 LLC	\$ 24,000	3 - Dr. Barbara Carey	Little Haiti	Outside	Outside	Outside
Charlie Mincey's Tire Service	\$ 61,000	2- Dorrin Rolle	West Little River	Outside	Outside	Outside
Donald Kressler & Gary Sisler	\$ 44,000	2- Dorrin Rolle	Outside	Outside	Outside	Outside
Downtown 600 Block Property Owners	\$ 25,000	2- Dorrin Rolle	Outside	Outside	Outside	Outside
First and First Investments	\$ 50,000	5 - Bruno A. Barreiro	Outside	East-West Corridor	Outside	Outside
First and First Investments	\$ 50,000	5 - Bruno A. Barreiro	Outside	East-West Corridor	Outside	Outside
First and First Investments	\$ 50,000	5 - Bruno A. Barreiro	Outside	East-West Corridor	Outside	Outside
G & S Development Corporation	\$ 36,000	5 - Bruno A. Barreiro	Outside	Outside	Outside	Outside
Golden Glades Learning Center.	\$ 49,000	1- Betty T. Ferguson	Carol City	Outside	27th Ave	Outside

<b>Commercial Revitalization Program (Grants)</b>						
<b>Program/Firm Recipients</b>	<b>(\$ ) Amount Awarded</b>	<b>Commission</b>	<b>TUA</b>	<b>EZ</b>	<b>CORRIDOR</b>	<b>DEV SITES</b>
KDV, Inc.	\$ 97,000	6 - Rebeca Sosa	Outside	Outside	Outside	Outside
KDV, Inc.	\$ 76,500	6 - Rebeca Sosa	Outside	Outside	Outside	Outside
Multi-Retail Store Front	\$ 44,000	2 - Dorrin Rolle	Outside	Outside	Outside	Outside
Neighborhood Traffic School	\$ 96,000	3 - Dr. Barbara Carey	Model City/Brownsville	Outside	27th Ave	Outside
North Dade Development Corporation	\$ 90,000	1- Betty T. Ferguson	Carol City	Outside	27th Ave	Outside
Retail Space Rental	\$ 78,000	1- Betty T. Ferguson	Outside	Outside	Outside	Outside
Super Title, Inc.	\$ 92,000	2- Dorrin Rolle	Outside	Outside	Outside	Outside
The Advance Learning Center	\$ 50,000	2- Dorrin Rolle	West Little River	Outside	Outside	Outside
The Country Corner Produce Market	\$ 72,000	1- Betty T. Ferguson	Opa-Locka	Outside	Outside	Outside
Virginia Cole Investment Corporati	\$ 50,000	Unmatched	Unmatched	Unmatched	Unmatched	Unmatched
World Arts Village	\$ 25,000	2- Dorrin Rolle	Outside	Outside	Outside	Outside
<b>TOTAL</b>	<b>\$ 1,289,500</b>					

<b>Commercial Revitalization Program for District 2 (Grants)</b>						
<b>Program/Firm Recipients</b>	<b>(\$ ) Amount Awarded</b>	<b>Commission</b>	<b>TUA</b>	<b>EZ</b>	<b>CORRIDOR</b>	<b>DEV SITES</b>
Afro-Caribbean Trading Group	\$ 14,000	3 - Dr. Barbara Carey	Liberty City	Liberty/Model City	Outside	Outside
Bass Electronic	\$ 14,000	2- Dorrin Rolle	Liberty City	Liberty/Model City	Outside	Outside
Big C's Records & Tapes	\$ 14,000	2- Dorrin Rolle	West Little River	Outside	Outside	Outside
Brown's Cleaners	\$ 14,000	2- Dorrin Rolle	Model City/Brownsville	Outside	Outside	Outside
Five Star Grocery	\$ 14,000	2- Dorrin Rolle	West Little River	Outside	Outside	Outside
Glinton Sales, Inc	\$ 14,000	3 - Dr. Barbara Carey	Liberty City	Liberty/Model City	Outside	Outside
Juggler's Market	\$ 14,000	3 - Dr. Barbara Carey	Model City/Brownsville	Outside	Outside	Outside
Miami Seventh Day Baptist Church	\$ 14,000	2- Dorrin Rolle	West Little River	Outside	Outside	Outside
Nubian Business Center	\$ 14,000	2- Dorrin Rolle	West Little River	Outside	Outside	Outside
Phillips Plaza	\$ 14,000	2- Dorrin Rolle	West Little River	Outside	Outside	Outside
Slasher's Printing Center	\$ 14,000	2- Dorrin Rolle	West Little River	Outside	Outside	Outside
<b>TOTAL</b>	<b>\$ 154,000</b>					

<b>Community Development Revolving Loan Fund</b>						
<b>Program/Firm Recipients</b>	<b>(\$ ) Amount Awarded</b>	<b>Commission</b>	<b>TUA</b>	<b>EZ</b>	<b>CORRIDOR</b>	<b>DEV SITES</b>
Art Hall Protection Services, Inc.	\$ 500,000	2- Dorrin Rolle	Model City/Brownsville	Outside	27th Ave	Outside
Automotive Worx, Inc.	\$ 25,000	2- Dorrin Rolle	Model City/Brownsville	Outside	Outside	Northside/Ponciana
Caribbean Equipment Limited, Inc.	\$ 50,000	3 - Dr. Barbara Carey	Little Haiti	Outside	Outside	Outside
Fergo Universal Clothing, Inc.	\$ 350,000	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside

<b>Community Development Revolving Loan Fund</b>						
<b>Program/Firm Recipients</b>	<b>(\$)</b> Amount Awarded	<b>Commission</b>	<b>TUA</b>	<b>EZ</b>	<b>CORRIDOR</b>	<b>DEV SITES</b>
Hispavision, Inc	\$ 250,000	10 - Javier D. Souto	Outside	Outside	Outside	Outside
Leno Transportation	\$ 79,000	2- Dorrin Rolle	Model City/Brownsville	Outside	27th Ave	Outside
Overnight Success Construction, In	\$ 500,000	2- Dorrin Rolle	Model City/Brownsville	Outside	27th Ave	Outside
Overtown Manufacturing Co.	\$ 500,000	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
WKL & Associates	\$ 300,000	3 - Dr. Barbara Carey	Little Haiti	Outside	Outside	Outside
Z. Intra Group, Inc.	\$ 25,000	6 - Rebeca Sosa	Outside	Outside	Outside	Outside
<b>TOTAL</b>	<b>\$ 2,579,000</b>					

<b>Enterprise Zone Tax Abatements</b>						
<b>Program/Firm Recipients</b>	<b>(\$)</b> Amount Awarded	<b>Commission</b>	<b>TUA</b>	<b>EZ</b>	<b>CORRIDOR</b>	<b>DEV SITES</b>
Abby Child Care Centre, Inc.	\$ 6,113	9 - Dennis C. Moss	Perrine	Outside	Outside	Outside
ABC Distributing, Inc.	\$ 187,353	13 - Natacha Seijas	Outside	Outside	Outside	Outside
Allied Stores General Real Estate and Burdines, Inc	\$ 53,234	8 - Katy Sorenson	Outside	Outside	Outside	Outside
American Bankers Insurance Group	\$ 14,266	9 - Dennis C. Moss	Outside	Outside	Outside	Outside
American Bankers Insurance Group	\$ 10,271	9 - Dennis C. Moss	Outside	Outside	Outside	Outside
American Bankers Insurance Group	\$ 92	9 - Dennis C. Moss	Outside	Outside	Outside	Outside
American Bankers Insurance Group	\$ 22,382	9 - Dennis C. Moss	Outside	Outside	Outside	Outside
American Bankers Insurance Group	\$ 11,756	9 - Dennis C. Moss	Outside	Outside	Outside	Outside
American Bankers Insurance Group	\$ 70	9 - Dennis C. Moss	Outside	Outside	Outside	Outside
American Spice Co., Inc.	\$ 922	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
American Thermoplastic Extrusion Company	\$ 13,448	1 - Betty T. Ferguson	Opa-Locka	Outside	Outside	Outside
Aquaculture Research/Environmental Association, Inc.	\$ 315	9 - Dennis C. Moss	SW Homestead	Homestead/Florida City	Outside	Outside
Arti Hersi, Inc. d/b/a Super "8" Motel	\$ 2,869	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
Auto Nation USA, Corp.	\$ 20,903	8 - Katy Sorenson	Outside	Outside	Outside	Outside
Auto Zone Stores, Inc.	\$ 2,856	3 - Dr. Barbara Carey	Liberty City	Outside	Outside	Outside
Auto Zone Stores, Inc.	\$ 3,135	3 - Dr. Barbara Carey	Liberty City	Outside	Outside	Outside
Avborne Heavy Maintenance, Int.	\$ 3,109	6 - Rebeca Sosa	Outside	East-West Corridor	Outside	Outside
Bargain Town Flea Market	\$ 4,935	8 - Katy Sorenson	Princeton	Outside	Outside	Outside
Betty Dain Creations, Inc.	\$ 12,423	2 - Dorrin Rolle	Outside	Outside	Outside	Outside
Big Time Equipment Inc.	\$ 5,743	3 - Dr. Barbara	Outside	East-West Corridor	Outside	Outside

		Carey				
Braman Motors Inc	\$ 5,762	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
BT Foods, Inc d/b/a Wendy's Restaurant	\$ 1,422	2 - Dorrin Rolle	Outside	Outside	27th Ave	Outside
Cabana Club Apartment Association, Ltd	\$ 41,287	9 - Dennis C. Moss	Outside	Outside	Outside	Outside
Café Feelgood, Inc	\$ 917	5 - Bruno A. Barreiro	Outside	East-West Corridor	Outside	Outside
Canmont International, Inc.	\$ 10,227	6 - Rebeca Sosa	Outside	Outside	Outside	Outside
Caribe Food Corp	\$ 19,175	2 - Dorrin Rolle	Model City/Brownsville	Outside	Outside	Northside/Ponciana
Choice One	\$ 2,213	8 - Katy Sorenson	Outside	Outside	Outside	Outside
Colonial Press International, Inc.	\$ 4,797	3 - Dr. Barbara Carey	Outside	Outside	Outside	Outside
Con-Way Southern Express	\$ 566	13 - Natacha Seijas	Outside	Outside	Outside	Outside
Cutler Ridge Assoc/ Cutler Ridge Mall	\$ 436,228	8 - Katy Sorenson	Outside	Outside	Outside	Outside
D & B of Kendall, Inc.	\$ 107	8 - Katy Sorenson	Outside	Outside	Outside	Outside
EEG Properties, Inc d/b/a Angler Boat Corp	\$ 6,982	2 - Dorrin Rolle	Model City/Brownsville	Outside	Outside	Outside
Federal Express Corporation	\$ 11,432	5 - Bruno A. Barreiro	Outside	East-West Corridor	Outside	Outside
Genuine Parks, Co	\$ 2,298	9 - Dennis C. Moss	Perrine	Outside	Outside	Outside
Guess, Inc.	\$ 5,740	5 - Bruno A. Barreiro	Outside	Outside	Outside	Outside
Hammersmith Ltd. Partnership	\$ 11,794	2 - Dorrin Rolle	Outside	Outside	Outside	Outside
Home Depot USA, Inc.	\$ 4,470	Unmatched	Unmatched	Unmatched	Unmatched	Unmatched
Homestead Village, Inc.	\$ 29,244	6 - Rebeca Sosa	Outside	East-West Corridor	Outside	Outside
Ideal Warehouse Dev, Inc.	\$ 7,584	9 - Dennis C. Moss	Outside	Outside	Outside	Outside
Ind. Galvanizers of Miami	\$ 19,775	2 - Dorrin Rolle	Outside	Outside	Outside	Outside
Jems of Miami, Inc. d/b/a Sweet Paper Sales Corp	\$ 13,357	6 - Rebeca Sosa	Outside	Outside	Outside	Outside
Jetro Cash & Carry of Florida	\$ 3,402	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
La Loggia	\$ 2,357	5 - Bruno A. Barreiro	Outside	East-West Corridor	Outside	Outside
M Express Corp. d/b/a McDonalds Restaurant	\$ 2,868	1 - Betty T. Ferguson	Opa-Locka	Outside	Outside	Outside
McCalpin Hotel	\$ 1,086	5 - Bruno A. Barreiro	Outside	Outside	Outside	Outside
Metal Alloy Industrial Products Outlet Corp	\$ 4,450	1 - Betty T. Ferguson	Outside	Outside	Outside	Outside
Miami Host Joint Venture	\$ 2,012	Unmatched	Unmatched	Unmatched	Unmatched	Unmatched
Miami Host Joint Venture	\$ 542	Unmatched	Unmatched	Unmatched	Unmatched	Unmatched
Miami Host Joint Venture	\$ 4,800	Unmatched	Unmatched	Unmatched	Unmatched	Unmatched
Miami Host Joint	\$ 652	Unmatched	Unmatched	Unmatched	Unmatched	Unmatched

Venture						
Miami Host Joint Venture	\$ 313	Unmatched	Unmatched	Unmatched	Unmatched	Unmatched
Miami Tech, Inc	\$ 3,572	2 - Dorrin Rolle	Model City/Brownsville	Outside	Outside	Outside
Nailite International, Inc.	\$ 1,499	1 - Betty T. Ferguson	Outside	Outside	Outside	Outside
Ocean Plaza Hotel	\$ 2,173	5 - Bruno A. Barreiro	Outside	Outside	Outside	Outside
Patriot American Hospitality d/b/a Summerfield Suites	\$ 27,800	6 - Rebeca Sosa	Outside	East-West Corridor	Outside	Outside
Red Rod Inns	\$ 9,796	7 - Jimmy Morales	Outside	East-West Corridor	Outside	Outside
REW Materials, Inc.	\$ 2,719	2 - Dorrin Rolle	Outside	Outside	Outside	Outside
Royal Sleep Products, Inc.	\$ 4,680	3 - Dr. Barbara Carey	Model City/Brownsville	Outside	Outside	Outside
RT-BL Associates, LLC d/b/a Homewood Suites Hotel	\$ 48,137	6 - Rebeca Sosa	Outside	East-West Corridor	Outside	Outside
Shoppes of Liberty City, LLC c/o Redevo Enterprises	\$ 24,085	3 - Dr. Barbara Carey	Liberty City	Outside	Outside	Outside
Smarte Carte, Inc.	\$ 6,837	Unmatched	Unmatched	Unmatched	Unmatched	Unmatched
Soyka Inc.	\$ 1,063	3 - Dr. Barbara Carey	Opa-Locka	Outside	Outside	Outside
Spin Cycle, Inc.	\$ 1,223	3 - Dr. Barbara Carey	Model City/Brownsville	Outside	Outside	Outside
Stone Age Properties, Inc d/b/a L&J General Intl. Corp.	\$ 5,044	3 - Dr. Barbara Carey	Model City/Brownsville	Outside	Outside	Outside
Sun Manufacturing Corp., Inc	\$ 6,491	1 - Betty T. Ferguson	Outside	Outside	Outside	Outside
Tiffany 3/8 Assoiates, Ltd d/b/a "The Hotel"	\$ 13,770	5 - Bruno A. Barreiro	Outside	Outside	Outside	Outside
Vista Color Corporation	\$ 1,071	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
Walgreen Company	\$ 3,732	2 - Dorrin Rolle	Liberty City	Liberty/Model City	Outside	Outside
Wendium of Florida d/b/a Wendy's Restaurant	\$ 2,574	3 - Dr. Barbara Carey	Outside	East-West Corridor	Outside	Outside
Wendy's International, Inc	\$ 1,128	3 - Dr. Barbara Carey	Liberty City	Outside	Outside	Outside
Williamson Saturn, Inc.	\$ 8,801	8 - Katy Sorenson	Outside	Outside	Outside	Outside
Windsor Investment Services, Corp	\$ 1,085	8 - Katy Sorenson	SW Homestead	Homestead/Florida City	Outside	Homestead/Florida City
Winn Dixie Stores, Inc.	\$ 25,295	3 - Dr. Barbara Carey	Overtown	East-West Corridor	Outside	Outside
Winn Dixie Stores, Inc.	\$ 8,212	3 - Dr. Barbara Carey	Liberty City	Outside	Outside	Outside
<b>TOTAL</b>	<b>\$ 1,244,841</b>					

## Task Force Programs

<b>Commercial Rehabilitation Investment Program (Grants)</b>						
Program/Firm Recipients	(\$ ) Amount Awarded	Commission	TUA	EZ	CORRIDOR	DEV SITES
Business Express	\$ 71,396	2- Dorrin Rolle	Model City/Brownsville	Outside	Outside	Outside
Mom's Soul Food Kitchen	\$ 94,356	2- Dorrin Rolle	West Little River	Outside	Outside	Outside
Shaker's Conch House	\$ 32,488	2- Dorrin Rolle	West Little River	Outside	Outside	Outside
<b>TOTAL</b>	<b>\$ 198,240</b>					

<b>Historic Preservation Grant Program</b>						
Program/Firm Recipients	(\$ ) Amount Awarded	Commission	TUA	EZ	CORRIDOR	DEV SITES
Alternative Program Inc. The First	\$ 60,000	3 - Dr. Barbara Carey	Little Haiti	Outside	Outside	Outside
Opa Locka CDC	\$ 50,000	1- Betty T. Ferguson	Opa-Locka	Outside	Outside	Outside
The Black Archives	\$ 66,700	3 - Dr. Barbara Carey	Overtown	Outside	Outside	Outside
The Black Archives	\$ 68,748	3 - Dr. Barbara Carey	Overtown	Outside	Outside	Outside
The Black Archives	\$ 35,000	3 - Dr. Barbara Carey	Overtown	Outside	Outside	Outside
<b>TOTAL</b>	<b>\$ 280,448</b>					

<b>Stability Loan Application</b>						
Program/Firm Recipients	(\$ ) Amount Awarded	Commission	TUA	EZ	CORRIDOR	DEV SITES
Afro-Caribbean Trading Group	\$ 50,000	3 - Dr. Barbara Carey	Liberty City	Outside	Outside	Outside
Beep USA Wireless	\$ 25,000	3 - Dr. Barbara Carey	Model City/Brownsville	Outside	Outside	Outside
Broadway Place Coin Laundry Drycle	\$ 40,000	2- Dorrin Rolle	Model City/Brownsville	Outside	Outside	Outside
Carol City Produce Enterprises	\$ 35,000	1- Betty T. Ferguson	Carol City	Outside	183rd Street	Outside
Community Traffic Consultants/School	\$ 30,000	2- Dorrin Rolle	West Little River	Outside	27th Ave	Northside/Ponciana
Compunet, Inc.	\$ 35,000	2- Dorrin Rolle	Model City/Brownsville	Outside	27th Ave	Outside
Cossini Corp	\$ 50,000	4 - Gwen Margolis	Outside	Outside	Outside	Outside
Ed & Beez Floor Covering	\$ 30,000	3 - Dr. Barbara Carey	Liberty City	Outside	Outside	Outside
Eddie's Lawn Mower Shop	\$ 30,000	1- Betty T. Ferguson	Opa-Locka	Outside	Outside	Outside
Eurena's Fashion of Miami	\$ 20,000	3 - Dr. Barbara Carey	Liberty City	Outside	Outside	Outside
Global Phone Center	\$ 50,000	2- Dorrin Rolle	West Little River	Outside	Outside	Outside
Inspirational Creation Flowers	\$ 20,000	2- Dorrin Rolle	Little Haiti	Outside	Outside	Outside
Jackson Soul Food Restaurant	\$ 50,000	5 - Bruno A. Barreiro	Overtown	East-West Corridor	Outside	Outside
King Solomon Cleaning	\$ 15,000	1- Betty T. Ferguson	Carol City	Outside	27th Ave/183rd Street	Outside
Mart's Beauty	\$ 15,000	3 - Dr.	Little Haiti	Outside	Outside	Outside

<b>Stability Loan Application</b>						
Program/Firm Recipients	(\$ ) Amount Awarded	Commission	TUA	EZ	CORRIDOR	DEV SITES
Salon		Barbara Carey				
Mr. Muhammad's Dry Cleaners	\$ 50,000	3 - Dr. Barbara Carey	Liberty City	Outside	Outside	Outside
Redmond Christian Academy	\$ 50,000	1- Betty T. Ferguson	Carol City	Outside	183rd Street	Outside
Sheyes of Miami Daycare	\$ 50,000	3 - Dr. Barbara Carey	Liberty City	Outside	Outside	Outside
Southern Experience	\$ 50,000	3 - Dr. Barbara Carey	Model City/Brownsville	Outside	Outside	Outside
Southern Secrets	\$ 35,000	1- Betty T. Ferguson	Carol City	Outside	183rd Street	Outside
The Business Exchange Network	\$ 20,000	7 - Jimmy Morales	Coconut Grove	Outside	Outside	Outside
<b>TOTAL</b>	<b>\$ 750,000</b>					

<b>Section 108 Loan, Task Force</b>						
Program/Firm Recipients	(\$ ) Amount Awarded	Commission	TUA	EZ	CORRIDOR	DEV SITES
Florida Urban Ventures	\$ 4,000,000	7 - Jimmy Morales	Coconut Grove	Outside	Outside	Outside
Leasa Industries	\$ 800,000	2- Dorrin Rolle	Model City/Brownsville	Outside	Outside	Northside/Ponciana
World Wide Concessions	\$ 1,000,000	7 - Jimmy Morales	Outside	Outside	Outside	Outside
<b>TOTAL</b>	<b>\$ 5,800,000</b>					